
Appendix 4E
Vehicle Services Sample Measures

**Washington TPAB Performance Measures Review
Department of Licensing Transportation-Related Programs
Vehicle Services Measure Evaluation**

Performance Measure: FTE Variance

Measure Type:

Efficiency (Activity/Process in PM&R)

Organization/Contact Person:

Dealer Services/Dan Devoe

Description/Purpose of Measure:

The difference between actual (filled) Full Time Equivalent (FTE) positions and allotted FTE positions. The result is expressed as a positive or negative variance.

This measure is used to monitor the use of budgeted positions. A negative variance is assumed to demonstrate efficiency in the use of budgeted positions.

How is Measure Calculated? What are the Primary Data Sources?

Measure is calculated by comparing the number of filled positions (as tracked in the Agency Financial Reporting System or AFRS) to the number of allotted positions in the program's budget (as reported in AFRS).

Reporting Frequency:

Monthly

Target Audience:

Program Administrator, Program Manager, Regional Managers

Benchmark/Baseline Established? How created? Compared to Peers?

Baseline is 0. This was established by taking the average of July and August, 2004 results. Dealer Services was subjected to a 25% staff reduction last year and there is no reason to maintain any FTE variance. (Staffing efficiencies have been fully realized, according to the Program Manager.)

Target(s) Established?

No targets have been established.

Valid?	Well-Specified/Defined?	Verifiable?	Reliable?	Controllable?
Yes	Yes	Yes	Yes	Yes

**Washington TPAB Performance Measures Review
Department of Licensing Transportation-Related Programs
Vehicle Services Measure Evaluation**

FTE Variance (continued)

Notes:

- This measure is described in the PM&R as a measure of activity or process, but various interviewees characterize it as a measure of efficiency. Programs are encouraged, when possible, to maintain a negative variance (keep unfilled positions vacant.) Dealer Services will not attempt to create a variance, as noted above.
- This measure may motivate managers to not fill positions.
- It is relatively easy to establish an audit trail for this measure. Data about filled and allotted positions appear in AFRS, and history is maintained.
- Data appear to be reliable. There are no known inconsistencies in the AFRS data, and the Program Manager believes data are reliable.

**Washington TPAB Performance Measures Review
Department of Licensing Transportation-Related Programs
Vehicle Services Measure Evaluation**

Performance Measure: AG cycle time

Measure Type:

Timeliness

Organization/Contact Person:

Dealer Services/Dan Devoe

Description/Purpose of Measure:

The total time (in calendar days) from the date that a case leaves the Compliance Unit in Dealer Services and the date that the case is closed.

This newly-created measure is intended to measure the time that the Attorney General spends processing a case. The measure will be used to help explain the AG's contribution to an often lengthy cycle time. The measure will also help to determine the value of the new Brief Adjudicated Proceeding, or BAP process that will help to divert cases from review by the AG's office, where possible.

How is Measure Calculated? What are the Primary Data Sources?

The difference (in calendar days) between the date that a case is sent to the Attorney General for action and the date that the case is recorded as being closed.

Both dates are captured in the Dealer Regulatory System, or DRS. The Compliance Unit is responsible for entering both of these dates. The case must be returned to the Compliance Unit before the case can be registered as "closed."

Reporting Frequency:

Monthly

Target Audience:

Program Administrator, Regional Managers

Benchmark/Baseline Established? How created? Compared to Peers?

No baseline is identified.
Not compared to peers.

Target(s) Established?

No targets have been established.

Valid?	Well-Specified/Defined?	Verifiable?	Reliable?	Controllable?
Yes	?	Yes	Yes	No

**Washington TPAB Performance Measures Review
Department of Licensing Transportation-Related Programs
Vehicle Services Measure Evaluation**

AG Cycle Time (continued)

Notes:

- The definition, specific data sources, and compilation formulas or procedures for this measure are under development, but appear to be generally understood by the Program Manager. The description of this measure and its calculation are not yet documented in the PM&R.
- The data used to calculate this measure are maintained in the Dealer Regulatory System, or DRS. This case tracking system provides an audit trail for the data.
- Data appear to be reliable. There are no known inconsistencies in the DRS data.
- These data could be susceptible to backlogs in data entry for either of the key dates used to calculate the measure. The Program Manager and SW Regional Manager believe that there are no backlogs, and that data are entered in a timely fashion.
- It is possible to make consistent comparisons of the measure's data over time, using case information maintained in the DRS.
- Program management has no control over this measure's results. The measure is used to explain the portion of overall cycle time that is outside the control of the program.

**Washington TPAB Performance Measures Review
Department of Licensing Transportation-Related Programs
Vehicle Services Measure Evaluation**

Performance Measure: Value recovered statewide

Measure Type:

Effectiveness (Outcome in PM&R)

Organization/Contact Person:

Dealer Services/Dan Devoe

Description/Purpose of Measure:

The dollar value of assistance given to consumers in the form of titles obtained, deals unwound, refunds, recoveries, etc. that would not have occurred absent Dealer Services intervention.

This measure is used to demonstrate Dealer Service's effectiveness in recovering money for the consumer.

How is Measure Calculated? What are the Primary Data Sources?

The amount is based on the dollar amount shown on a purchase order reflecting vehicle purchase price or trade-in value, or any amount paid by the dealer to the customer. Kelly Blue Book or NADA values are used to establish the value of a vehicle.

This amount is calculated by each investigator for all substantiated cases at the time that the investigation is closed. The investigator assigns a dollar value, using sales price of vehicle and Kelley Blue Book or NADA values as appropriate. (In some cases, no value is assigned.) Investigators e-mail the Regional Manager with the results. Results are reviewed by the Regional Manager.

This measure has been tracked since the beginning of 2004 in regional data bases, but will be entered and tracked in the PM&R.

Reporting Frequency:

Monthly

Target Audience:

Consumers, Program Administrator, Regional Managers

Benchmark/Baseline Established? How created? Compared to Peers?

Baseline is \$193,100. This was established by taking the average of actual results for July and August of 2004. This baseline will be revisited over time.

Target(s) Established?

No targets have been established.

Valid?	Well-Specified/Defined?	Verifiable?	Reliable?	Controllable?
Yes	?	Yes	Yes	Yes

**Washington TPAB Performance Measures Review
Department of Licensing Transportation-Related Programs
Vehicle Services Measure Evaluation**

Value recovered (continued)

Notes

- This measure is also available by region.
- A brief description of this measure appears in the “comments” field of the PM&R.
- The measure, while based on objective information (vehicle sales value, values established by Kelly and NADA) is calculated in a subjective manner. There are no written guidelines for preparing the measure, as investigators are supposed to know how to pull these values together. There is a certain amount of subjectivity built into the data. The Program Administrator believes that staff clearly understand how to compute the value recovered.
- Program management has control over this measure’s results.

**Washington TPAB Performance Measures Review
Department of Licensing Transportation-Related Programs
Vehicle Services Measure Evaluation**

Performance Measure: Average number of days per case from open to closure

Measure Type:

Timeliness (Service Quality in PM&R)

Organization/Contact Person:

Dealer Services/Dan Devoe

Description/Purpose of Measure:

The number of calendar days that a case is worked on by an investigator, on average. Regional managers monitor this measure by investigator, and it is used for employee development and counseling.

How is Measure Calculated? What are the Primary Data Sources?

A case is considered to be "open" when it is entered in the Dealer Regulatory System (DRS) and is assigned a case number. The case is considered to be "closed" when the investigator assigned to the case notifies the regional administrative support person that the case should be closed, and he/she records the case closure in DRS.

This measure is calculated on a monthly basis, by identifying all cases closed during that month, and generating a report in DRS comparing the case open and close date to determine the difference in days between the case open date and case close date. Results are then averaged for the month.

Reporting Frequency:

Monthly

Target Audience:

Program Administrator, Regional Managers

Benchmark/Baseline Established? How created? Compared to Peers?	Target(s) Established?
Baseline is 13.5 days. This was established by taking the average of actual results for July and August of 2004. This baseline will be revisited over time.	No targets have been established.

Valid?	Well-Specified/Defined?	Verifiable?	Reliable?	Controllable?
Yes	?	Yes	Yes	Yes

Notes:

- The measure is based on objective information about the case contained in the DRS.
- A description of the measure and its calculation has not been entered in the PM&R.
- Results for this measure are also available by region.

**Washington TPAB Performance Measures Review
Department of Licensing Transportation-Related Programs
Vehicle Services Measure Evaluation**

Performance Measure: Total number of inspections/certifications/recertifications statewide

Measure Type:

Workload/Output

Organization/Contact Person:

Dealer Services/Dan Devoe

Description/Purpose of Measure:

The total number of inspections, certifications and recertifications that were completed in a given month.

The measure is used to help distribute workload among investigators.

How is Measure Calculated? What are the Primary Data Sources?

Data on inspections, certifications and recertifications is maintained in the Dealer Regulatory System (DRS). The measure counts all of these that were completed during the reporting month. An inspection, certification or recertification is considered to be "completed" when the investigator records the outcome of the work and a date in DRS.

Reporting Frequency:

Monthly

Target Audience:

Program Manager, Regional Managers

Benchmark/Baseline Established? How created? Compared to Peers?	Target(s) Established?
Baseline is 149. This was established by taking the average of actual results for July and August of 2004. This baseline will be revisited over time.	No targets have been established.

Valid?	Well-Specified/Defined?	Verifiable?	Reliable?	Controllable?
Yes	Yes	Yes	Yes	Yes

Notes

- A description of the measure and its calculation has not been entered in the PM&R.
- This measure is also available by region.

**Washington TPAB Performance Measures Review
Department of Licensing Transportation-Related Programs
Vehicle Services Measure Evaluation**

Performance Measure: Total number of audits statewide

Measure Type:

Workload/Output (used as Effectiveness)

Organization/Contact Person:

Dealer Services/Dan Devoe

Description/Purpose of Measure:

The number of audits completed statewide during the reporting month.

The purpose of this measure is to determine whether or not the program is educating dealers correctly. Audits are used to educate dealers and avert problems. Dealers may request an audit, or the program can initiate one.

How is Measure Calculated? What are the Primary Data Sources?

The number of audits completed during a given month is generated from the Dealer Regulatory System (DRS) using a simple report. "Completed" is defined as the Investigator has completed all audit work and has recorded the audit and completion date in DRS.

Reporting Frequency:

Monthly

Target Audience:

Program Administrator, Regional Managers

Benchmark/Baseline Established? How created? Compared to Peers?	Target(s) Established?
Baseline is 13.5 audits. This was established by taking the average of actual results for July and August of 2004. This baseline will be revisited over time.	No targets have been established.

Valid?	Well-Specified/Defined?	Verifiable?	Reliable?	Controllable?
?	Yes	Yes	Yes	Yes

**Washington TPAB Performance Measures Review
Department of Licensing Transportation-Related Programs
Vehicle Services Measure Evaluation**

Total number of audits statewide

Notes

- Dealer Services developed this measure to monitor the number of audits performed. Audits are used as a tool to educate dealers and thus avert problems. The measure assumes that the more audits that are performed, the more educated dealers will be.
- The number of audits is an indicator or predictor of dealer education and understanding rather than a truly valid measure of it.
- Dealer Services should consider developing a measure that looks at “problems” reported for those dealers who have been audited at least once during the past three years. These “problems” could include enforcement actions, consumer complaints filed, for example.
- Dealer Services could also compare the number of audits with number of complaints leading to enforcement actions, to see if there appears to be a correlation between the number of audits completed and a reduction in complaints.

**Washington TPAB Performance Measures Review
Department of Licensing Transportation-Related Programs
Vehicle Services Measure Evaluation**

Performance Measure: Variance of IFTA audits

Measure Type:

Efficiency (Workload/output per PM&R)

Organization/Contact Person:

Prorate & Fuel Tax Audit Section/Paul Johnson

Description/Purpose of Measure:

The variance (difference) in the number of International Fuel Tax Agreement (IFTA) audits performed statewide and the number of audits that must be completed in order to meet national IFTA, Inc. association requirements.

The measure is used to determine if DOL is meeting its requirement to audit 3% of all accounts each year.

How is Measure Calculated? What are the Primary Data Sources?

The first number is the number of IFTA audits performed or completed in a calendar month. An audit is considered to be completed when the taxpayer is notified by mail that the audit is complete (mailing date of notification), per IFTA requirements.

The second number is calculated by taking 3% of the total number of licensees in the previous calendar year and dividing the result by 12. (This formula may be adjusted in the future to reflect peaks and valleys in workload.) The total number of licensees is maintained in the Audit Tracking System.

Reporting Frequency:

Monthly

Target Audience:

Program Manager

Benchmark/Baseline Established? How created? Compared to Peers?	Target(s) Established?
Baseline variance in the PM&R is 11.8. It is not clear how this was calculated, even though the comments indicate this is an average of data from January – August 2004. Not compared to peers, although IFTA members may compare performance against IFTA 3% audit requirements.	Annual target is the number of audits that must be completed per IFTA requirements. Monthly targets may also be identified.

Valid?	Well-Specified/Defined?	Verifiable?	Reliable?	Controllable?
Yes	?	Yes	Yes	Yes

**Washington TPAB Performance Measures Review
Department of Licensing Transportation-Related Programs
Vehicle Services Measure Evaluation**

Variance of IFTA audits (continued)

Notes:

- The PM&R does not yet reflect the correct calculation of this measure. The measure is “under construction”.
- A partial definition of the measure and its calculation appears in the PM&R, but the definition is incomplete.
- This measure is used to ensure that exactly 3% of accounts are audited, per IFTA requirements. The measure is expressed as a variance, but a more appropriate measure might be “percent of total required audits completed” and/or “percent of monthly target audits complete.”
- Data are reliable and verifiable. The Audit Tracking System keeps historical information about accounts and audits.

**Washington TPAB Performance Measures Review
Department of Licensing Transportation-Related Programs
Vehicle Services Measure Evaluation**

Performance Measure: Average customer satisfaction rating (5 point scale)

Measure Type:

Service Attributes, Effectiveness

Organization/Contact Person:

Prorate & Fuel Tax Audit Section/Paul Johnson

Description/Purpose of Measure:

The average customer rating on seven questions by respondents to a survey issued to all Prorate & Fuel Tax audit customers.

How is Measure Calculated? What are the Primary Data Sources?

Each audit customer receives a survey. This survey includes seven or eight questions that customers can answer using a rating of 1-5. Responses are collected and summarized. (Currently, results show the percent of customers deemed to be "satisfied" with services. The data will be presented as an average rating of responses to all questions on a 5 point scale.)

Reporting Frequency:

To be determined

Target Audience:

Program Manager

Benchmark/Baseline Established? How created? Compared to Peers?

Baseline is not yet identified. (Historically, the unit has received a satisfaction rating of 99%.)
Not compared with peers.

Target(s) Established?

Tentative target is that 90% of all responding customers rate the section at a 4.0 or better, on average.

Valid?	Well-Specified/Defined?	Verifiable?	Reliable?	Controllable?
?	?	Yes	Yes	Yes

Notes:

- The validity of this survey is dependant on the survey response rate. The section does not currently track survey response rate. (The manager estimates that response rates are about 50%.)
- The audit section should note response rate as part of the tabulation and should periodically assess whether response rate is large enough to draw conclusions about overall satisfaction.
- Survey responses are probably not sufficient in any single month to be meaningful. The unit is considering tabulating survey information quarterly or annually.

**Washington TPAB Performance Measures Review
Department of Licensing Transportation-Related Programs
Vehicle Services Measure Evaluation**

Performance Measure: Average cost per audit (average cost per tax type audited)

Measure Type:

Efficiency

Organization/Contact Person:

Prorate & Fuel Tax Audit Section/Paul Johnson

Description/Purpose of Measure:

This measure will be changed to provide the average cost (actual expenditures) per each tax type audited. (Each Notice of Assessment or "audit" may include multiple tax types: IFTA, IRP, motor fuel supplier, fuel exporter, for example.)

The measure is used to look at the overall efficiency of the audit section.

How is Measure Calculated? What are the Primary Data Sources?

The measure is calculated by dividing the audit section's actual expenditures for a month (salary, rent, equipment cost as reported in AFRS) by the number of tax types audited during that same month.

The number of tax types audited is maintained in the Audit Tracking System. Audits (and related tax types) are considered to be complete when a notice of audit is mailed to the customer.

Reporting Frequency:

Monthly

Target Audience:

Program Manager

Benchmark/Baseline Established? How created? Compared to Peers?

A baseline of \$6,901 is identified. This baseline was developed using actual performance from July-August 2004. Not compared with peers.

Target(s) Established?

Monthly targets are established by taking the total budgeted expenditures for the biennium divided by 24 months and dividing these by an estimate of the number of audits that will be completed.

Valid?	Well-Specified/Defined?	Verifiable?	Reliable?	Controllable?
Yes	Yes	Yes	Yes	Yes

**Washington TPAB Performance Measures Review
Department of Licensing Transportation-Related Programs
Vehicle Services Measure Evaluation**

Average cost per tax type audited (continued)

Notes:

- Actual performance against this measure was unusual this year, as the section made one-time purchases of furniture and equipment that impacted expenditures. This will always occur in cases of unplanned expenditures one-time expenditures.
- AFRS data are not available until two months after the fact. Consequently, this measure's data will always be two months out of date.
- The section manager plans to "give this measure a try" to see how it demonstrates efficiency.

**Washington TPAB Performance Measures Review
Department of Licensing Transportation-Related Programs
Vehicle Services Measure Evaluation**

Performance Measure: Average # of days to complete an audit

Measure Type:

Timeliness (Service Quality in PM&R)

Organization/Contact Person:

Prorate & Fuel Tax Audit Section/Paul Johnson

Description/Purpose of Measure:

The average number of calendar days between the date that the audit staff begin work on an audit to the day that the audit notification is mailed to the customer.

This measure is designed to ensure timely completion of work and may be used to identify and assist individual auditors who are not able to meet internal policy guidelines that audits should be completed within 60 days.

How is Measure Calculated? What are the Primary Data Sources?

This measure is calculated by identifying the audits completed (letter sent to customer with notification of audit) during the calendar month. For these audits, the date that work began is compared to the date that the notification letter was sent. The difference, in calendar days, is averaged for all audits completed during the month.

The Audit Manager must record the date that work begins on the audit, since the assignment of an audit but not the commencement of work is tracked in the Audit Tracking System or ATS. (Marshall and Associates is building a spreadsheet to capture this information.) The date of customer notification is tracked in the ATS.

Reporting Frequency:

Monthly

Target Audience:

Program Manager

Benchmark/Baseline Established? How created? Compared to Peers?

The baseline is set at 90 days, based on estimates.

Not compared with peers.

Target(s) Established?

Target is set at 60 days, based on departmental policy.

Valid?	Well-Specified/Defined?	Verifiable?	Reliable?	Controllable?
Yes	Yes	Yes	Yes	Yes

Notes:

- This measure presents the # of days, on average, to complete an audit of any kind. Since the time to complete audits will vary by complexity of issues or size of account, the audit section may want to consider a companion measure that examines number of audits completed during the same time period, by size of account, audit reason (random, referral, follow-up) or any other categorization that helps to define the nature of the work completed.

Washington TPAB Performance Measures Review
Department of Licensing Transportation-Related Programs
Vehicle Services Measure Evaluation

Performance Measure: Average number of tax returns processed per FTE

Measure Type:

Efficiency

Organization/Contact Person:

Prorate & Fuel Tax Distributor Unit/Jeff Beach

Description/Purpose of Measure:

The average number of tax returns (new and amended) processed per FTE position per month. This measure is used demonstrate changes in unit work processing that are caused by changes in legislation or special circumstances.

How is Measure Calculated? What are the Primary Data Sources?

The total number of tax returns processed in a reporting month is divided by the number of full time equivalent (FTE) positions in the unit.

“Processed” is defined as audited and entered into an internal Microsoft ACCESS database. All returns entered into the system before the month end cutoff date (usually the 15th of the month) are included.

FTE positions are filled positions reported in the Agency Financial Reporting System (AFRS).

Reporting Frequency:

Monthly

Target Audience:

Program Manager

Benchmark/Baseline Established? How created? Compared to Peers?

The baseline is set at 98.
Not compared with peers.

Target(s) Established?

None identified.

Valid?	Well-Specified/Defined?	Verifiable?	Reliable?	Controllable?
Yes	?	Yes	Yes	?

Notes:

- The number of returns processed includes data from the 16th of the prior month to the 15th of the current month. FTE data are presented by calendar month. This does not impact the validity of the measure or the reliability of the data.
- This measure is expected to remain fairly stable over time, since the number of accounts and related audit workload is fairly constant from year to year. Consequently, this measure is most valuable in demonstrating the impact of legislative changes on return processing, but is less valuable for day-to-day management.
- The section has no ability to control the number of returns that must be processed.
- This measure is not yet defined in the comments field of the PM&R.

**Washington TPAB Performance Measures Review
Department of Licensing Transportation-Related Programs
Vehicle Services Measure Evaluation**

Performance Measure: Total revenue collected (all fuel types)

Measure Type:

Revenue (Outcome in PM&R)

Organization/Contact Person:

Prorate & Fuel Tax Distributor Unit/Jeff Beach

Description/Purpose of Measure:

This is a summary of all revenues collected for motor, special, and aircraft fuel. The information is used to respond to questions from legislative staff and is reported to the Department of Transportation. Revenue information is also submitted to the federal government.

How is Measure Calculated? What are the Primary Data Sources?

Total revenue is calculated by taking the total number of gallons sold by fuel type and multiplying that number by each fuel type's tax rate. Refunds are deducted from this amount. A separate Microsoft ACCESS data base is maintained for each of the three fuel types. This data base includes the number of gallons sold, tax payment and refund amount.

Reporting Frequency:

Monthly

Target Audience:

All levels of the agency, DOT, legislature

Benchmark/Baseline Established? How created? Compared to Peers?	Target(s) Established?
A baseline of \$80.2 million is established, using the actual revenue collected in July and August of 2004. Not compared with peers.	No target identified.

Valid?	Well-Specified/Defined?	Verifiable?	Reliable?	Controllable?
Yes	?	Yes	Yes	No

Notes:

- Data in the ACCESS data base are verified by comparing data with the record of the Electronic Funds Transfer (EFT) used to pay the fuel tax. The details in the EFT, by load, must correspond with the summary data entered in the ACCESS data base.
- Staff is confident that the ACCESS data are reliable.
- The agency has no direct control over the amount of revenue collected. Fees are set by the legislature.
- The measure is not yet defined or documented in the comments field of the PM&R.

**Washington TPAB Performance Measures Review
Department of Licensing Transportation-Related Programs
Vehicle Services Measure Evaluation**

Performance Measure: Number of refund claims processed

Measure Type:

Workload

Organization/Contact Person:

Refund Claim Unit/Jeff Beach

Description/Purpose of Measure:

The total number of claims for refund of fuel tax only that are processed during the calendar month.

This measure is used to identify workload trends.

How is Measure Calculated? What are the Primary Data Sources?

The measure is calculated by taking a monthly total of all refund claims that are “processed”; that is, audited and entered into the Revenue System. The unit produces a report that contains this number. Refunds are granted for boat fuel, fuel used for farming, logging, and off-road fuel use, and for exempt entities such as fire departments, for example.

Reporting Frequency:

Monthly

Target Audience:

Program Manager

**Benchmark/Baseline
Established? How created? Compared
to Peers?**

No baseline established.

**Target(s)
Established?**

No target established.

Valid?	Well- Specified/Defined?	Verifiable?	Reliable?	Controllable?
Yes	?	Yes	Yes	?

Notes:

- Staff is confident that the data are reliable, and that there is no potential for error.
- This measure is not yet defined in the comments field of the PM&R.
- The agency has little or no control over this measure, since all refund claims received must be processed. The agency can control when the claims are processed.

**Washington TPAB Performance Measures Review
Department of Licensing Transportation-Related Programs
Vehicle Services Measure Evaluation**

Performance Measure: Percent of refunds returned for correction to program area

Measure Type:

Effectiveness (Output in PM&R)

Organization/Contact Person:

Refund Accuracy & Efficiency/Jeff Beach for
Renee McCarty

Description/Purpose of Measure:

The percent of all refund claims that were returned to the unit for correction of bona-fide errors during a given month.

This measure is used to determine the accuracy/quality of refund claim processing work.

How is Measure Calculated? What are the Primary Data Sources?

The number of refund claims returned to the Refund Claim, IFTA or IRP units for correction is divided by the total number of fuel, IFTA and IRP refunds processed by all units.

Reporting Frequency:

Monthly

Target Audience:

Program Managers, Unit Supervisors

Benchmark/Baseline Established? How created? Compared to Peers?	Target(s) Established?
No baseline identified. Not currently compared with peers.	Target to be determined.

Valid?	Well- Specified/Defined?	Verifiable?	Reliable?	Controllable?
Yes	Yes	Yes	Yes	Yes

Notes:

- Renee McCarty was not available to confirm this information. Jeff Beach provided an overview.

**Washington TPAB Performance Measures Review
Department of Licensing Transportation-Related Programs
Vehicle Services Measure Evaluation**

Performance Measure: Average cost per credential issued (various service delivery models)

Measure Type:

Efficiency

Organization/Contact Person:

Motor Carrier Services/Art Farley

Description/Purpose of Measure:

The average personnel costs incurred for each IRP credential, or commercial vehicle registration, issued.

This measure will be used to monitor the efficiency of credential issuance.

How is Measure Calculated? What are the Primary Data Sources?

For headquarters and field service delivery models, the measure is currently calculated by dividing the total costs of Full Time Equivalent (FTE) positions by the number of IRP credentials issued during a month. For the Internet delivery model, the measure is calculated by using the monthly contract cost of the Internet vendor in place of personnel costs.

This measure is under construction. The Department is working on a cost allocation model that can be used to support this and other cost measures.

Reporting Frequency:

Monthly

Target Audience:

Department administration, legislature, Washington Trucking Association, federal government

Benchmark/Baseline Established? How created? Compared to Peers?

No baselines identified.
Not compared to peers.

Target(s) Established?

No targets established.

Valid?	Well-Specified/Defined?	Verifiable?	Reliable?	Controllable?
?	Yes	Yes	Yes	Yes

Notes:

- Personnel costs are being used as a temporary proxy for total costs. The Department is moving toward an administrative cost allocation methodology that can someday result in a fully loaded cost.

**Washington TPAB Performance Measures Review
Department of Licensing Transportation-Related Programs
Vehicle Services Measure Evaluation**

Performance Measure: Number of refund requests processed

Measure Type:

Workload (Output in PM&R)

Organization/Contact Person:

Title & Registration – Fee Services/Sheila Hadden

Description/Purpose of Measure:

The total number of refund requests processed in a given month.

This measure is used to examine Fee Services workload. It is also used to help prepare assessments of law changes and to address legislative questions.

How is Measure Calculated? What are the Primary Data Sources?

The measure includes all refund requests that are examined to determine whether refund should be approved, denied or whether more information is needed. The data are extracted from unit daily statistics. All applications for a refund received and processed each day are entered into an Excel spreadsheet by each employee. Daily numbers are automatically rolled up to month end.

Reporting Frequency:

Monthly

Target Audience:

Program Administrator, Program Manager

Benchmark/Baseline Established? How created? Compared to Peers?

No baseline identified.

Target(s) Established?

No target identified.

Valid?	Well-Specified/Defined?	Verifiable?	Reliable?	Controllable?
Yes	?	Yes	Yes	No

Notes

- A definition/calculation for this measure has not yet been entered in the PM&R, but management is developing an operating definition for it.
- The Program Manager reports that there is some confusion about the use of the relatively new Excel spreadsheet, but that she is working with staff to resolve this.
- The Division has no real control over the number of refund requests processed, since they must process all that they receive.
- The number of refund requests received in any given month may not be equal to the number processed, since request received at month end may be processed in the following month. This does not impact the use or calculation of the measure, as long as the agency consistently counts the number processed at the same time each month.

**Washington TPAB Performance Measures Review
Department of Licensing Transportation-Related Programs
Vehicle Services Measure Evaluation**

Performance Measure: Dollars refunded

Measure Type:

(Outcome in PM&R)

Organization/Contact Person:

Title & Registration – Fee Services/Sheila Hadden

Description/Purpose of Measure:

The dollar amount of all refunds issued in a given month.

This measure is important since refunds represent an offset to fee revenues.

How is Measure Calculated? What are the Primary Data Sources?

Each refund is part of a processing batch. Staff enters the number of applications processed per batch and the total dollars refunded for that batch into an Excel spreadsheet. The total amount of refunds paid over the course of the reporting month is entered into the PM&R.

The Revenue system produces a report of actual refunds paid by batch number that can be used to check the values in the spreadsheet.

Reporting Frequency:

Monthly

Target Audience:

Program Administrator, Program Manager

**Benchmark/Baseline
Established? How created? Compared
to Peers?**

No baseline identified.
Not compared to peers.

**Target(s)
Established?**

No target identified.

Valid?	Well-Specified/Defined?	Verifiable?	Reliable?	Controllable?
Yes	?	Yes	?	No

Notes

- These data are considered to be reliable, since they can be checked against a warrant register once refund warrants are issued. (Staff enters data directly into an Excel spreadsheet, and data can be cross-referenced against a monthly system-generated report.)
- The Division has no control over the number of dollars refunded.
- A definition/calculation for this measure has not yet been entered in the PM&R, but management is developing an operating definition for it.

**Washington TPAB Performance Measures Review
Department of Licensing Transportation-Related Programs
Vehicle Services Measure Evaluation**

Performance Measure: Number of title transactions examined

Measure Type:

Workload (Input in PM&R) (Accuracy?)

Organization/Contact Person:

Title & Registration Field Support/Dan Brady

Description/Purpose of Measure:

The total count of title transactions examined or audited in a given month.

This measure is used to ensure that field offices are meeting their accuracy rate requirement and the quality of the end product is high.

How is Measure Calculated? What are the Primary Data Sources?

The number of title transactions that were examined by the close of business of the 15th of each month. (Transactions are included from the 1st of the previous month to the last business day of the previous month.)

"Examined" is defined as audit work is completed and result is entered into the Vehicle Field Service (VFS) system.

The number of transactions appears on VFS report #NCTERP.

Reporting Frequency:

Monthly (PM&R)

Target Audience:

Program Manager

**Benchmark/Baseline
Established? How created? Compared
to Peers?**

No baseline identified (baseline definition in process)

**Target(s)
Established?**

No target identified.

Valid?	Well-Specified/Defined?	Verifiable?	Reliable?	Controllable?
?	Yes	Yes	Yes	Yes

Notes

- This measure is a valid workload measure. It is not a true measure of accuracy or quality of field work. A better measure of this would be to look at the results or findings of the audits.
- Program staff believes this measure is well-understood and documented. (A definition or calculation of this measure has not been recorded in the comments section of the PM&R.)
- Staff are confident that the data are reliable and accurate
- Field Support tentatively plans to examine 4-5% of all title transactions received. Transactions are selected on a random basis.

**Washington TPAB Performance Measures Review
Department of Licensing Transportation-Related Programs
Vehicle Services Measure Evaluation**

Performance Measure: Percent of title transactions examined

Measure Type:

Workload (Output in PM&R)

Organization/Contact Person:

Title & Registration Field Support/Dan Brady

Description/Purpose of Measure:

The total number of title transactions examined as a percent of the title transactions received

How is Measure Calculated? What are the Primary Data Sources?

This measure is calculated by taking the total number of transactions that were examined by the close of business of a given month and dividing them by the number of transactions that were received by the close of business of the same month. (Transactions are included from the 1st of the previous month to the last business day of the previous month.)

“Examined” is defined as audit work is completed and the result is entered into the Vehicle Field Service (VFS) system.

“Received” is defined as all title transactions recorded in the VFS for the time period.

The total number of transactions and the number examined appear on VFS report #NCTERP.

Reporting Frequency:

Monthly (PM&R)

Target Audience:

Program Manager

Benchmark/Baseline Established? How created? Compared to Peers?

No baseline identified (baseline definition in process)

Target(s) Established?

No target identified.

Valid?	Well-Specified/Defined?	Verifiable?	Reliable?	Controllable?
Yes	Yes	Yes	Yes	Yes

Notes

- Program staff believes this measure is well-understood and documented. (A definition or calculation of this measure has not been recorded in the comments section of the PM&R.)
- Staff are confident that the data are reliable and accurate
- Field Support tentatively plans to examine 4-5% of all title transactions received. Transactions are selected on a random basis.

**Washington TPAB Performance Measures Review
Department of Licensing Transportation-Related Programs
Vehicle Services Measure Evaluation**

Performance Measure: Accuracy rate

Measure Type:

Effectiveness (Output in PM&R)

Organization/Contact Person:

Title & Registration Field Support/Dan Brady

Description/Purpose of Measure:

The overall accuracy of title transactions as measured by an examination of a sample of transactions.

How is Measure Calculated? What are the Primary Data Sources?

Accuracy rate is calculated by taking the total number of rejected title transactions divided by the total number of transactions received. The result is expressed as a percent.

“Rejected” transactions are those that fail an examination based on certain criteria. These might include, for example, validity of ownership or right of ownership incorrect. In some cases but not all, misspellings or typographical errors could cause a reject.

Reject transactions and the reason for rejection are entered in VFS.

Reporting Frequency:

Monthly (PM&R)

Target Audience:

Program Manager

Benchmark/Baseline Established? How created? Compared to Peers?

Baseline is 95% (the rate contractually required of County Auditors and subagents)

Target(s) Established?

No target identified.

Valid?	Well-Specified/Defined?	Verifiable?	Reliable?	Controllable?
Yes	?	Yes	Yes	Yes

Notes

- This appears to be an effective measure of the accuracy of field title work.
- There is a risk that the definition of “reject” could be somewhat subjective if guidelines for rejection are not clearly documented or understood by all examiners.
- A definition or calculation of this measure has not been recorded in the comments section of the PM&R.
- Data can be verified in the VFS.

**Washington TPAB Performance Measures Review
Department of Licensing Transportation-Related Programs
Vehicle Services Measure Evaluation**

Performance Measure: Processing time (days)

Measure Type:

Customer Service Attributes/Service Quality

Organization/Contact Person:

Title & Registration Field Support/Dan Brady

Description/Purpose of Measure:

The total time it takes to process a field services vehicle transaction.

This measure is used to assess the ability of Field Services to deliver vehicle-related products to customers in a timely fashion.

How is Measure Calculated? What are the Primary Data Sources?

This measure is calculated by subtracting the date that the transaction was created in the field from the date that the transaction was mailed to the customer.

Reporting Frequency:

Monthly (PM&R)

Target Audience:

Program Manager

**Benchmark/Baseline
Established? How created? Compared
to Peers?**

No baseline identified.
Not compared to peers.

**Target(s)
Established?**

No target identified.

Valid?	Well-Specified/Defined?	Verifiable?	Reliable?	Controllable?
Yes	?	Yes	Yes	Yes

Notes

- A definition or calculation of this measure has not been recorded in the comments section of the PM&R.
- The performance of this measure is constrained in part by federal requirements that vehicle documents must be delivered using U.S. Mail. Field offices are required to mail documents to headquarters by the close of business on the next business day after the transaction was processed. Documents are usually received by headquarters within 3-5 business days.
- The performance is also constrained by use of a contract imaging vendor for preparation and imaging of documents. The agency is planning to install imaging systems in field offices at some point in the future.

**Washington TPAB Performance Measures Review
Department of Licensing Transportation-Related Programs
Vehicle Services Measure Evaluation**

Performance Measure: Number of record corrections completed

Measure Type:

Output

Organization/Contact Person:

Title & Registration Field Support/Dan Brady

Description/Purpose of Measure:

The number of record corrections that are made on work submitted by field offices.

This measure is used to identify opportunities for improvement in field offices and to identify training needs.

How is Measure Calculated? What are the Primary Data Sources?

This measure is calculated by counting the number of transactions with record corrections that occur in a given month. This information is recorded in the VFS.

“Record corrections” are mistakes that are made in the field that do not warrant a “reject”, and include both operator errors and system problems/constraints.

Reporting Frequency:

Monthly (PM&R)

Target Audience:

Program Manager

**Benchmark/Baseline
Established? How created? Compared
to Peers?**

No baseline identified.
Not compared to peers.

**Target(s)
Established?**

No target identified.

Valid?	Well- Specified/Defined?	Verifiable?	Reliable?	Controllable?
Yes	?	Yes	Yes	Yes

Notes

- A definition or calculation of this measure has not been recorded in the comments section of the PM&R.
- Not all record corrections are a result of an error generated by field office staff. Some record corrections are necessary due to computer system constraints.

**Washington TPAB Performance Measures Review
Department of Licensing Transportation-Related Programs
Vehicle Services Measure Evaluation**

Performance Measure: Training effectiveness rating

Measure Type:

Customer Service Attributes/Service Quality

Organization/Contact Person:

Title & Registration Training/Scott Black

Description/Purpose of Measure:

The average rating, by training participants, of the effectiveness of field services training.

This measure is used to evaluate the effectiveness of all training that Field Services delivers to field agents and subagents.

How is Measure Calculated? What are the Primary Data Sources?

This measure is under development. The measure may be an average overall score on a scale of 1-5 of trainee responses to several survey questions, or may be an average score for each survey question. Surveys are routinely distributed to all trainees following formal training sessions.

Reporting Frequency:

Annually (PM&R)

Target Audience:

Program Manager, Training Manager

Benchmark/Baseline Established? How created? Compared to Peers?	Target(s) Established?
No baseline identified. Not compared to peers.	No target identified.

Valid?	Well- Specified/Defined?	Verifiable?	Reliable?	Controllable?
?	?	Yes	Yes	Yes

Notes

- The use and analysis of this survey is under development. Each survey tabulation should also include the percent of trainees responding, to ensure that the sample size is large enough to use results. Accumulating surveys over the course of a year would help to ensure this.
- A definition or calculation of this measure has not been recorded in the comments section of the PM&R.

**Washington TPAB Performance Measures Review
Department of Licensing Transportation-Related Programs
Vehicle Services Measure Evaluation**

Performance Measure: Number of customer contacts received by Field Support Administration

Measure Type:
Workload (Input in PM&R)

Organization/Contact Person:
Title & Registration Training/Scott Black for Pam Johnson

Description/Purpose of Measure:

The number of positive and negative calls received from customers by Field Support Administration.

This is a new measure. It is designed to capture information about the nature of customer calls.

How is Measure Calculated? What are the Primary Data Sources?

Administration will begin logging these calls beginning in January. Calls will be rated as "positive", "negative" or general questions. Positive and negative calls we be summarized in this statistic.

Reporting Frequency:
Monthly (PM&R)

Target Audience:
Program Manager

Benchmark/Baseline Established? How created? Compared to Peers?	Target(s) Established?
No baseline identified. Not compared to peers.	No target identified.

Valid?	Well-Specified/Defined?	Verifiable?	Reliable?	Controllable?
?	?	Yes	Yes	Yes

Notes

- This measure is under construction. A definition or calculation of this measure has not been recorded in the comments section of the PM&R.
- This measure may be valid for use as a workload measure and for general feedback from customers. The measure should probably not be used to describe customer satisfaction because of sample and methodology limitations.

**Washington TPAB Performance Measures Review
Department of Licensing Transportation-Related Programs
Vehicle Services Measure Evaluation**

Performance Measure: Survey score

Measure Type:

Effectiveness (Outcome in PM&R)

Organization/Contact Person:

Title & Registration Training/Scott Black for
Pam Johnson

Description/Purpose of Measure:

The average overall customer rating of field services on a scale of 1-5.

The purpose of this measure is to assess overall customer satisfaction with field services.

How is Measure Calculated? What are the Primary Data Sources?

This measure is under development.

Reporting Frequency:

Monthly (PM&R)

Target Audience:

Program Manager

**Benchmark/Baseline
Established? How created? Compared
to Peers?**

No baseline identified.
Not compared to peers.

**Target(s)
Established?**

No target identified.

Valid?	Well- Specified/Defined?	Verifiable?	Reliable?	Controllable?
?	?	?	?	Yes

Notes

- A definition or calculation of this measure has not been recorded in the comments section of the PM&R.

**Washington TPAB Performance Measures Review
Department of Licensing Transportation-Related Programs
Vehicle Services Measure Evaluation**

Performance Measure: Percent of responding satisfied customers from a survey

Measure Type:	Organization/Contact Person:
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Effectiveness

Vehicle Licensing/Lynda Henriksen

Description/Purpose of Measure:
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The percent of customers surveyed who are satisfied with the services that they received.
(This measure is under development.)

How is Measure Calculated? What are the Primary Data Sources?
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This measure will eventually capture opinions from customers who have completed transactions with the agency and customers for whom transactions were not completed for some reason. The program will attempt to collect information periodically through the year, so that they can assess customer satisfaction during peak workload periods.
Survey format and methods are to be determined.

Reporting Frequency:	Target Audience:
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N/A

N/A

Benchmark/Baseline Established? How created? Compared to Peers?	Target(s) Established?
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N/A

N/A

Valid?	Well-Specified/Defined?	Verifiable?	Reliable?	Controllable?

**Washington TPAB Performance Measures Review
Department of Licensing Transportation-Related Programs
Vehicle Services Measure Evaluation**

Performance Measure: Percent of CO-40 money transactions not processed on day of receipt

Measure Type:
Timeliness, Service Attributes

Organization/Contact Person:
Vehicle Licensing/Lynda Henriksen

Description/Purpose of Measure:

The percent of all transactions (title and registration) containing money that are not processed by "County 40" or the headquarters customer service office on the same business day that transactions were received.

The purpose of this measure is to help ensure that the agency is in compliance with public law that requires money to be deposited within 24 hours of receipt (the next business day). The measure will also be used to examine peaks and valleys in workloads and to monitor the success of process improvement initiatives.

How is Measure Calculated? What are the Primary Data Sources?

The measure is calculated by dividing the total title and registration transactions that were not processed on the same business day as received by the total number of all title and registration transactions received. The measure is expressed as a percentage.

"Received" is defined as the day and time that the Mail Center picks up mail from the post office.

"Processed" is defined as all work in a folder is either accepted and the transaction is completed or the application is returned to the customer as incomplete, as evidenced by a log sheet in each folder.

When each folder, or batch of transactions, is complete a Customer Service Specialist enters information from the folder's log sheet into an Excel spreadsheet that automatically updates the PM&R. Data entered include the number of transactions, date work began, and date work is completed.

Reporting Frequency:
Monthly

Target Audience:
Program Administrator, Program Manager

Benchmark/Baseline Established? How created? Compared to Peers?	Target(s) Established?
Baseline is zero percent. Not compared to peers.	Target is zero percent.

Valid?	Well-Specified/Defined?	Verifiable?	Reliable?	Controllable?
?	?	Yes	Yes	?

**Washington TPAB Performance Measures Review
Department of Licensing Transportation-Related Programs
Vehicle Services Measure Evaluation**

***Percent of CO-40 money transactions not processed on day of receipt
(continued)***

Notes

- This measure is intended to serve as an indicator of compliance with the legal requirement that funds must be deposited within 24 hours of receipt (next business day). It is not structured to measure absolute compliance with the law. Bank deposits occur the following business day after work is “processed” and may technically fall outside of the 24 hour window.
- This measure’s performance is somewhat out of the control of the Vehicle Licensing section, since it is dependent upon the timely delivery of mail by the mail room staff and peaks in customer transactions received. Work must be completed on the same day whether the mail arrives soon after the 8:00 a.m. (presumed time of “receipt” of transactions from the post office) or later in the day.
- Because of the nature of this measure, it should be used to measure the collective performance of the mail operation and CO-40 in processing funds in a timely fashion.
- Because processing time is dependent on the workload mix (title transactions versus registration transactions) and volume this measure should be used in conjunction with other measures. These might include a measure of workload by type, and a measure of the accuracy of transactions received, such as “percent of transactions returned to customers”. (The agency currently tracks returned mail.)
- The PM&R does not include a definition/calculation for this measure. There is no written definition or instructions for completing this calculation, although it is understood by the people that must produce the data.

**Washington TPAB Performance Measures Review
Department of Licensing Transportation-Related Programs
Vehicle Services Measure Evaluation**

Performance Measure: Percent of transactions returned to customers

Measure Type: Workload (Output in PM&R)	Organization/Contact Person: Vehicle Licensing/Lynda Henriksen
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Description/Purpose of Measure:

The percent of total transactions processed (title and registration) that are returned to customers due to submission or other customer errors. (Data are available by type of error and by error source.)

This measure is used to assess workload, since returns represent a large component of Vehicle Licensing's work.

How is Measure Calculated? What are the Primary Data Sources?

Data for this measure are taken directly from transaction folder logs. Any transaction that is to be returned to the customer for any reason is logged as a return and a simple reason is given (check box.) This information is entered into an Excel spreadsheet by the same Customer Services Specialist that enters transaction processing information, and is automatically rolled up into the PM&R.

Reporting Frequency: Monthly	Target Audience: Program Administrator, Program Manager
--	---

Benchmark/Baseline Established? How created? Compared to Peers?	Target(s) Established?
No baseline identified. Not compared to peers.	No target identified.

Valid?	Well-Specified/Defined?	Verifiable?	Reliable?	Controllable?
Yes	?	Yes	Yes	Yes

Notes

- The PM&R does not include a definition/calculation for this measure. Management of this program is working on an operational definition for this measure.

**Washington TPAB Performance Measures Review
Department of Licensing Transportation-Related Programs
Vehicle Services Measure Evaluation**

Performance Measure: Number of record corrections completed

Measure Type:

Workload, Effectiveness

Organization/Contact Person:

Vehicle Licensing/Lynda Hendriksen

Description/Purpose of Measure:

The number of corrections made to title records because of agency or system errors (not fee errors).

This measure is used to understand Vehicle Licensing's workload related to corrections. This measure will be used to supplement Field Support audit data so that the agency can focus its attention on improving agent and subagent performance and to determine the need for system edits or replacement.

How is Measure Calculated? What are the Primary Data Sources?

This measure counts the number of record corrections (all correct types and all agents) that were made during a given month. The information is extracted from a data sheet the staff members fill out as they complete the review and correction of records. (Beginning Monday November 22, 2004 the information beginning October of 2004 will be entered from data sheets into an Excel spreadsheet by a newly-hired Customer Services Specialist. The Excel spreadsheet has been designed to collect data and populate the PM&R.)

Reporting Frequency:

Monthly

Target Audience:

Program Administrator, Program Managers

**Benchmark/Baseline
Established? How created? Compared
to Peers?**

No baseline identified. The baseline will be determined by numbers collected in the month of October, 2004.
Not compared to peers.

**Target(s)
Established?**

No target identified.

Valid?	Well-Specified/Defined?	Verifiable?	Reliable?	Controllable?
Yes	?	Yes	Yes	Yes

Notes

- The Program Manager uses this information to understand workload. The data may also be presented by correction type, County, office and agent so that Field Support can take corrective action and/or develop training for specific offices and agents.
- This information will be used in conjunction with audit data collected by Field Support to create a picture of each field office's overall performance.

**Washington TPAB Performance Measures Review
Department of Licensing Transportation-Related Programs
Vehicle Services Measure Evaluation**

Performance Measure: Number of days for title processing

Measure Type:

Customer Service Attribute/Service Quality

Organization/Contact Person:

Title & Reg. Services/Deb McCurley

Description/Purpose of Measure:

The number of calendar days from remittance date to release of title for printing and mailing. This measure is used to monitor the timeliness of the part of the title process over which the program has control. The measure will also be used to monitor changes in process timeliness as improvements to business processes and automated systems are made. This measure replaces "Time (in days) required to process a new title"

How is Measure Calculated? What are the Primary Data Sources?

The measure is calculated taking the difference in days between the "Remittance Date" and the "Title Release Date". The number appears on a routine report generated from the Imaging System.

"Remittance Date" is the date that a field worker enters the title into the Vehicle Field Services system by hitting the "finalize" key for processing. Remittance Date is recorded in the Vehicle Field Services System. Through an interface, the date is also available in the Imaging System.

"Release Date" is the date that the title is electronically released/shipped to a vendor for printing and mailing to the customer. Release Date is maintained in the Imaging System.

Reporting Frequency:

Monthly (Marshall PM&R)

Target Audience:

Program Administrator, Program Managers

**Benchmark/Baseline
Established? How created? Compared
to Peers?**

No benchmark identified.
Not compared to peers.

**Target(s)
Established?**

No target identified.

Valid?	Well-Specified/Defined?	Verifiable?	Reliable?	Controllable?
Yes	?	Yes	Yes	Yes

**Washington TPAB Performance Measures Review
Department of Licensing Transportation-Related Programs
Vehicle Services Measure Evaluation**

Number of days for title processing (continued)

Notes

- This measure is directly related to the program's desire to improve the title delivery process. Timeliness will be monitored as enhancements are made to document preparation, scanning, title examining, exceptions and release processes, and if the Vehicle Field Services system re-platforming is approved and funded.
- The measure is not intended to address the timeliness of getting a title to the customer, since it does not include the time it takes the print/mail vendor to issue the title.
- The Program Administrator believes data are reliable.
- A possible issue with data reliability is being managed by the program. Title transactions are sent to the print/mail vendor in batches. Currently, there is no way to hold selected transactions that require further attention without holding an entire batch. (Some transactions may be processed in a less than timely fashion because of these holds, skewing results.) The program staff manually adjusts for these transactions in the data. A system enhancement will solve this problem in the near future.
- Program management has control over this measure's results. Current business processes and automated systems limit the ability of management to improve timeliness. Currently, all title applications and supporting documents must be sent to headquarters for prepping, scanning, and exceptions that must be researched and cleared. In addition, the system does an electronic check to identify stolen vehicles. Once the title has completed these steps it can be submitted to the printing/mailing vendor for distribution to the customer. Titles are submitted to the vendor once per week (each Saturday).
- A brief note about the calculation of this measure appears in the comment section of the PM&R. Otherwise, the definition and calculation of this measure is not documented.

**Washington TPAB Performance Measures Review
Department of Licensing Transportation-Related Programs
Vehicle Services Measure Evaluation**

Performance Measure: Number and percent of vehicle registrations processed, by type (headquarters, field, Internet)

Measure Type:

Workload

Organization/Contact Person:

Title & Reg. Services/Deb McCurley

Description/Purpose of Measure:

This measure describes the total number of vehicles in all classes by the type of location they were processed in (headquarters, field, Internet).

How is Measure Calculated? What are the Primary Data Sources?

This measure is developed by querying the VFS transaction warehouse to determine the total number of vehicle registrations in all use classes (commercial, truck, passenger, motorcycle trailer, etc.) and identifying the number of transactions processed by DOL staff in CO 40, in Morton, at an agent or subagent office, or via the Internet. This is an ad-hoc report.

Reporting Frequency:

Irregular (LBR)

(Monthly statistical reports show number of registrations by use class, but not by where/how the registration was processed.)

Target Audience:

Division Management, Program Management

**Benchmark/Baseline
Established? How created? Compared
to Peers?**

No baseline identified.
Not compared to peers.

**Target(s)
Established?**

No target identified.

Valid?	Well-Specified/Defined?	Verifiable?	Reliable?	Controllable?
Yes	?	Yes	Yes	No

Notes

- The definition and calculations for this measure are well-understood, but not formally documented.

**Washington TPAB Performance Measures Review
Department of Licensing Transportation-Related Programs
Vehicle Services Measure Evaluation**

Performance Measure: Revenue collected for every dollar spent

Measure Type:

Efficiency

Organization/Contact Person:

Title & Reg. Services/Deb McCurley

Description/Purpose of Measure:

The total sum of Vehicle Field Services revenue collected divided by actual monthly expenditures

This measure is used to evaluate the efficiency of revenue collection efforts.

How is Measure Calculated? What are the Primary Data Sources?

This measure is calculated by taking the total revenue from all field transactions (as reported in the Vehicle Field System) and dividing it by actual monthly expenditures reported in AFRS.

Reporting Frequency:

Monthly (PM&R)

Target Audience:

Department administration, Program Administrator

Benchmark/Baseline Established? How created? Compared to Peers?

No baseline established.
Not compared with peers.

Target(s) Established?

No target established.

Valid?	Well-Specified/Defined?	Verifiable?	Reliable?	Controllable?
Yes	?	Yes	Yes	Yes

Notes:

- Actual expenditures are maintained in the Agency Financial Reporting System (AFRS). AFRS data are two months' delayed.
- AFRS includes direct expenditures only. Indirect costs/administrative overhead are not reflected. The Department is in the process of developing a cost allocation model that can be used to supply overhead cost information for all cost-related measures.

**Washington TPAB Performance Measures Review
Department of Licensing Transportation-Related Programs
Vehicle Services Measure Evaluation**

Performance Measure: Number of occurrences where document preparations and scanning exceed four business days.

Measure Type: Timeliness (Service Quality in PM&R)	Organization/Contact Person: Title & Registration Imaging/Jim Booker
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Description/Purpose of Measure:

The number of times a complete Remittance Day's work is not prepared or scanned within the required four business days.

This measure is used to ensure that the imaging services vendor (Coastal) is meeting its contractual requirements for timely preparation and scanning of agency documents.

How is Measure Calculated? What are the Primary Data Sources?

An "occurrence" is defined as any time some or all of a Remittance Date's transactions are not scanned within four days of the date they were received by Coastal Imaging. All work relating to transactions completed on a specific Remittance Day from all sources (field and CO-40) must be completed within four business days of receipt or an occurrence will be generated. Only work that is specifically identified as "late work" (lost in the mail, late in the mail for example) will be exempted.

"Remittance Date" refers to the date that a vehicle transaction was entered into the Vehicle Field Services System and related money was remitted, or collected.

Work related to a specific "Remittance Day" arrives at Coastal Imaging throughout a five day period. Coastal Imaging sends the Program Manager a daily e-mail report of work received (by Remittance Date) and work completed/scanned (by Remittance Date). The Program Manager enters this information into an Excel spreadsheet. This spreadsheet, developed by the Project Office, uses a special algorithm to calculate Coastal Imaging's days to process and to identify "occurrences", if any.

Reporting Frequency: Monthly	Target Audience: Program Administrator, Program Manager
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Benchmark/Baseline Established? How created? Compared to Peers?	Target(s) Established?
Baseline is not yet recorded in the PM&R, but the baseline is established within the contract – 10.8 million documents imaged each year, or 9,000 batches a day.	Target is established within the contract.

**Washington TPAB Performance Measures Review
Department of Licensing Transportation-Related Programs
Vehicle Services Measure Evaluation**

Number of occurrences where document preparations and scanning exceed four business days (continued)

Valid?	Well-Specified/Defined?	Verifiable?	Reliable?	Controllable?
?	?	Yes	Yes	Yes

Notes:

- This measure is complex. The Program Manager and Project Office have worked to develop an algorithm to calculate the result. This is built into an Excel spreadsheet, but is not yet described in narrative form. It is extremely important that this measure's definitions, assumptions, calculations and data sources be documented.
- Data appear to be verifiable and appear to be reliable, since Coastal Imaging's daily report of work can be validated by mail room reports/visits and by the imaging system's reports.
- This measure helps to ensure that Remittance (REM) Day's work is processed in a timely fashion. For that reason, it is important to report it.
- This measure may not be the best test of Coastal Imaging's performance, however. A much more straightforward test might be to track the batches received by Coastal (irrespective of Remittance Date) and determine if these were processed within the four day window. Data to complete this calculation is readily available. (The manager notes that mail is sorted into REM days by the mailroom and then delivered to Coastal. This is important because the report generated by Coastal also goes to TREC (and other Title and Registration sections) and is used to work exception reports. The report also lets the TREC teams know which REM days are available online for processing.)

**Washington TPAB Performance Measures Review
Department of Licensing Transportation-Related Programs
Vehicle Services Measure Evaluation**

Performance Measure: Average cost per document scanned

Measure Type:

Efficiency

Organization/Contact Person:

Title & Registration Imaging/Jim Booker

Description/Purpose of Measure:

The average cost of each document scanned by Coastal Imaging.

This measure is designed to evaluate the efficiency of document imaging. This measure may also be used to help evaluate future scanning options, including scanners in each field office.

How is Measure Calculated? What are the Primary Data Sources?

This measure is taking total monthly expenditures for the Coastal Imaging contract plus supplies divided by the total number of images scanned during the month.

Expenditure data is tracked in the Agency Financial Reporting System, or AFRS.

Total number of images scanned is provided by the Document Imaging System.

This measure has been reported for the past two years.

Reporting Frequency:

Monthly

Target Audience:

Program Administrator, Program Manager

**Benchmark/Baseline
Established? How created? Compared
to Peers?**

Baseline is not yet established, but historical cost to agency has been about 3 cents per image. Comparative cost data are available from an industry association (ARMA, or Association for Management Professionals)

**Target(s)
Established?**

Not yet established.

Valid?	Well-Specified/Defined?	Verifiable?	Reliable?	Controllable?
Yes	?	Yes	Yes	Yes

Notes:

- This measure has been reported for the last two years.
- The Program Manager may re-define "cost" to include the personnel cost of Department of Licensing staff that are assisting Coastal Imaging with document preparation. This will provide a much more complete picture of agency scanning costs.